

Long-Range Plan
for the
Grand County Public Library
2006-2008



Submitted to the
Utah State Library Division

Prepared by Eve Tallman, Library Director
Moab, Utah / March, 2006

- A. COMMUNITY PROFILE
- B. COMMUNITY LIBRARY NEEDS
- C. LIBRARY MISSION STATEMENT
- D. NEW LIBRARY PROGRAMS
- E. GOALS & OBJECTIVES

A. COMMUNITY PROFILE

Moab and Grand County are situated in the heart of the scenic canyonlands of Southeastern Utah. Moab is the hub of a booming international tourist industry that promotes a unique desert environment, boasting classic sandstone canyons and unique slickrock formations. Gateway to Arches and Canyonlands National Parks, Dead Horse Point State Park, the La Sal Mountains, and the confluence of the Colorado and Green Rivers, the community juxtaposes recreational activities for four-wheelers, mountain bikers, rock climbers, whitewater boaters, and nature lovers from around the world. Moab is also gaining a reputation as an arts and music center, with the popular Moab Music Festival, an arts festival, several new galleries, wineries, and a five-year-old folk festival. A summary of Grand County demographics is included here, provided by the Utah Governor's Office.¹

History and Settlement

Grand County was established in 1890 by the territorial legislature, and named for the Grand River (later called the Colorado River), which runs through it and forms its southwestern boundary. Competition from Native American tribes farming the fertile Colorado River Valley prevented white settlement of the county until the 1880s. Small farms and orchards, livestock ranching, and potash mining have been the major economic activities during much of Grand County's history. The uranium mining boom in the 1950s brought the first real population expansion to the area. Arches National Monument, established in 1929 and upgraded to a National Park in 1971, has drawn an increasing and significant number of tourists since its inception, making tourism the county's most important economic resource today.

Population

Grand County's population was 8,611 in 2004 and there were about 2.4 persons per square mile in the county. The average household size was the lowest in the state in 2000, at 2.44 people; the state average was 3.13 persons per household.² The median age of 36.9 was the fourth highest in the state.³ The population of Grand County is only projected to grow by about 2,000 people by the year 2030. Most residents of the County live in the Moab area, with a few hundred in the communities of Castle Valley and Thompson Springs. Most residents are white, with six percent Hispanic and four percent Native American, primarily Navajos and Utes.

Many adults are college-educated and have relocated to Moab from metropolitan areas. There are high expectations for cultural and educational causes, including library services.

Personal Income and Wages

The total personal income for Grand County in 2001 was \$178.2 million. The county's per capita income in 2003 was \$20,634. The state per capita income was \$25,407 that year.

Labor Market Indicators

Grand County's 2002 civilian labor force was 5,469, a 0.96% increase from 2001. There were 403 unemployed people in Grand and the unemployment rate was 7.4%, 1.3% more than the state rate of 6.1%. A significant portion of the service sector is furloughed during the quiet winter months.

Employment

Total nonagricultural employment was 4,219 in 2001. The trade and services sectors accounted for approximately 63% of Grand County's employment, while government accounted for 19.7%. The economy has shifted profoundly from specialization in resource extraction to specialization in tourism-related industries. Total employment (which includes agriculture, private household, and non-farm proprietors) is projected to grow at an average annual rate of

0.84% from 5,577 in 2000 to 7,168 in 2030. In the coming years, employment in mining and the removal of the Atlas Tailings Pile is expected to grow, although tourist and service industries will remain the chief employers. Grand County School District is the largest employer in the county. The Allen Memorial Hospital, City Market, National Park Service, Grand County, and QuintStar Management are also among the major employers.

Other Statistics

Moab is a technologically progressive community, with many Wi-Fi hot spots in the downtown area and high-speed Internet even in the rural community of Castle Valley.

Programs for youth are needed, and a Teen Center half a block from the new library is under development. There is currently no GED testing center within 100 miles of Moab, and yet adult English as a Second Language classes, and adult diploma classes generate great interest each season. The Grand County School District was recently awarded two large grants; one is for a mentoring program for elementary students and one is a federal 21st Century grant to develop after-school and enrichment programs. These grants are in response to disconcerting trends, such as Grand County's status for teen births, ranked second highest in the state, and a very high occurrence of non-English speakers in the schools.

Real estate has taken a huge jump in value in the past year. Whereas the relatively modest Moab wages were somewhat offset by affordable housing, this trend has ended, with a seller's market met with many second-home buyers from out of state. Many homes increased in value by 50% in just a few years. The average single family home price in Moab in 2005 was \$161,000, representing a 7% increase in the last year.⁴

B. COMMUNITY LIBRARY NEEDS

Grand County's new library is under construction and will open its doors in Spring, 2006. The new facility will triple the size of the existing library, and will provide 14,000 square feet of indoor space and a 2,400 square foot outdoor courtyard. The cramped and busy existing library is very popular, hosting 100,000 visits per year. An election in February, 2004, was successful in approving a bond for construction of the new library. More than 71% yes votes reflected the community's overwhelming support of the library. The Director's vision and energy for the last two years have been focused on the programming, design, and construction of this new facility.

Two surveys of patrons have been conducted in the past three years. Inquiries have focused on user satisfaction with collections, computer services, hours, check-out periods, and so on. The library has been responsive to patron desires, or plans to incorporate survey conclusions into library service initiatives when the library moves to its new building in the Spring of 2006.

A federal Library Services and Technology Act grant was awarded in the Spring of 2005 to nearly double the number of public access computers available to patrons. In the new library, there will be eight children's computers, six young adult computers, and more than one dozen computers for adults. Tourist internet access continues to be a large need, and three computers will be located in the lobby for visitors to check email and access the Internet. The Library Technology Plan 2005-2007 accompanies this document as Attachment A.

C. LIBRARY MISSION STATEMENT

The Library's mission statement was refined in 2002. It is simple and utilitarian: "The Grand County Public Library provides access to information, materials, and services to all members of the community to encourage a lifetime of learning."

LIBRARY ROLES

The Library Roles statement has not been changed or altered in several years. Only when the building is complete will the Director and the Board revisit these roles, which are currently adequate and serviceable, to wit:

- Collect and maintain information that is popular, relevant, and current for patrons of all ages.
- Libraries, communities, and methods of retrieving information are improving and changing rapidly. This library attempts to keep services and technology consistent with patron needs and requests.
- Supports curriculum efforts of educators in Grand County by providing help with library skills training, materials pertinent to studies, and further access to information beyond what is offered within the school.
- Research tools for local, political, civic, historical, and genealogy interests such as microfilm, reference books, interlibrary loan, local government information, and the internet are provided.
- The library is a community information center. We are a clearinghouse for information regarding local and community events, issues, and services and provide a space for non-profit entities to meet.
- Supports efforts of people pursuing education from local or distance learning programs by providing reference help, document delivery service, internet facilities, a place to study, and proctoring exams.
- Providing programs and events for cultural enrichment.

D. NEW LIBRARY PROGRAMS

In the past two years, the library has initiated new programs that expand services and fill patron needs. Briefly, these programs are:

- New Castle Valley Branch. A new satellite library was opened in December of 2004 and is a popular and enthusiastically-supported facility. The library space is donated by the Town of Castle Valley in the new community center; the computer equipment (including a virtual private network that links the PC through a DSL line to the main library's integrated online system in real time) was provided by a grant from the Grand County Recreation Special Service District to the Town, and all books and periodicals were duplicates from the main library or were donated. The only County taxpayer expense is the eight hours of staff time per week the library is open. A courier transports materials back and forth between the main library and the Castle Valley branch, which is approximately 30 minutes away by car. A survey of user satisfaction was completed in October, 2005 for presentation to the Board.
- Foundation Center Cooperating Collection. The Library has trained nearly 150 local persons in the use of the Foundation Center grant-writing and nonprofit fundraising collections and databases. Donations were sought for the library's first-year subscription and to send the Director to training in New York. In the second year, a Library Development Grant and a donation from the Friends of the Library was used to augment the membership fee and to send the Director to a required membership workshop. In the start of the third year, the library will assume the \$995 annual fee as part of the regular library budget. The Director holds workshops to train nonprofit board members, staff,

and volunteers on an average of once per month, with various other workshops on proposal writing and fundraising planning once or twice per year.

- Toddler Story time. The children's programs are very popular, both after school and during summer. A new service is toddler story time on Wednesdays. The regular Saturday story time also remains extremely popular. The children's library staff just increased from one full-time library assistant to include a new half-time library technician. This staffing growth anticipates increased activity as the library moves to its new facility, which includes a large children's library.
- Thompson Outreach services. While a survey of potential library patrons in the tiny community of Thompson Springs (population: 50) did not yield results, the library now mails materials to one very active patron and serves others who occasionally make the 45 minute drive to Moab.

E. GOALS & OBJECTIVES

Library Policy Development & Review

In the past year, the Director and Assistant Director prepared a new draft of an Interlibrary Loan Policy that has been tabled temporarily. Computer use policy and procedures are under constant consideration. Per the Library's long-range plan, the following policies were created or revised in the last two years: the Castle Valley Branch procedures, bulletin board and display policy, and the library fines & fee schedule. In response to the USA PATRIOT Act, the library reaffirmed and clarified its search & seizure policy and protocols. For the next two years, the following policies should be considered:

GOAL: To review and revise library policies, as needed.

OBJECTIVE: Create or review the following:

- Interlibrary Loan Policy
- Computer Use Policy (with implications for the new building)
- Library Mission Statement & Library Roles
- Bulletin Board and Display Policy (with implications for the new building)
- Collection Development Policy
- Policies that confirm the library's strong commitment to intellectual freedom and privacy

Budget & Fundraising

The Library Board, the Director, and the Friends of the Library rallied effectively to pass the bond election with a 71% yes vote. This success resulted in a \$2.5 million loan with a 2.5% interest rate payable over twenty years. The Utah Permanent Community Impact Board approved the loan and 2005 was the first year tax bills require repayment of the note. In addition, with the cooperation of the County Clerk/Auditor, the library board reviewed the library's fund balance and, with assurances that funding levels were adequate, transferred an additional \$120,000 into the building fund from the library maintenance and operation fund. This amount, when combined with savings accumulated over past years, was used to offset the construction budget shortfall when competitive bids came in several hundred thousand dollars over the architect's original construction cost estimate. A delay in design time also afforded the unexpected windfall of approximately \$50,000 in accumulated interest from the loan monies.

The Board and the Director also successfully secured a tax rate increase in anticipation of the new library's operating costs. Because the tax base has expanded due to growth in housing

and a higher tax rate for second-home buyers, the library's tax revenues are solid. *The Director has also secured many grants over the past two years, augmenting the library's budget (about 10% over tax revenues in 2005).* For the next two years, budget and fundraising activities will aim for the following:

GOAL: Ensure that funding levels for the library are adequate.

OBJECTIVE: The Director and the Board's Fundraising & Finance Committee will evaluate the revenues and expenditures carefully to determine if current funding levels are adequate for ongoing operations of the new facility.

GOAL: Ensure that funding is adequate to provide "one percent for the arts" in the new facility.

OBJECTIVE: The Director has raised half the desired \$25,000 to date. In the short term, the following fundraising methods may be employed:

- Reassign funds unexpended from the library furnishings budget;
- Private foundation grants may be sought for art, sculpture, and special furnishings;
- Cash donations may be solicited from prior donors, including the Friends of the Library, the Rim Rock Roadrunners, and private benefactors;
- Donations of art may be solicited from local and regional artists.

GOAL: Ensure that the library budget reflects responsible spending and fundraising levels.

OBJECTIVE: On a regular basis, the Director and Board shall review library expenditures and fund balance levels and shall consider the balance of cost-effective purchases, a mandate to buy local products and solicit local service providers when feasible, and the Director's ability to procure funding from beyond the tax base.

Facility

As previously emphasized, the new library construction project is the major focus of the library in the short term. This new structure will triple the size of the library, providing an attractive, clean, and inviting library for the community, with modern conveniences, adequate shelving, comfortable seating, ADA accessible facilities and computers, increased security, and energy efficiency. The building will be heated and cooled by a geothermal system shared with the new City Hall, located next door. As the library advances toward the future, the following goals and objectives shall be sought:

GOAL: Provide a new library facility.

OBJECTIVE: Complete the project by April, 2006 with move-in and opening day completed by June, 2006:

- Complete the significant construction phase of the building, including successfully executed punch lists;
- Select, procure, and install furnishings, shelving, signage, landscaping, computers, and equipment;
- Commission all aspects of building operation successfully: HVAC, electronics, furnishings, etc.

GOAL: Ensure future build-out options remain viable.

OBJECTIVE: The Director shall:

- Continue to work with the Grand County Recreation Special Services District or other appropriate agencies to guarantee that a potential site for a future branch is secured at the Spanish Trail recreation complex, or nearby, in the south end of the Moab Valley;
- Monitor loan repayment for the new main library to ensure future funding remains viable for expansion of the main library facility in the future (10-15 years).

GOAL: Ensure that upkeep and maintenance of the library property is excellent.

OBJECTIVE: Director and Facilities Manager shall attend a Facilities and Risk-Management Institute sponsored by the Utah Counties Insurance Pool, which will enable them to manage maintenance professionally.

OBJECTIVE: Provide adequate and well-trained staff to maintain the library's property, including funding and employing a shared custodian position that is half-time library maintenance and half-time general County maintenance.

Collections

Customer satisfaction surveys have been conducted both at the main library and at the Castle Valley branch in the last quarter. Questions about collections are always included to help the library staff assess print and non-print offerings. The results of the surveys will help shape future collection development. Also, the library remains extremely crowded and the move to the new building will ease the jam. Periodical literature in the Grand County Library remains heavily augmented by the offerings of the Utah State Library Division's PUBLIC PIONEER database, and with continued State funding, we hope to see this access to full-text magazine, newspaper, and journal literature continue into the foreseeable future.

The library is also responsive to changing formats. In the past few years, we have added DVD movies, books on CD, and music on CD, and we anticipate such technologies as electronic book downloads, iTunes, and such to become formats under consideration for inclusion.

GOAL: To improve library collections for the new facility.

OBJECTIVE: Form up the collection by employing the following collection development techniques:

- Weed history, social sciences, and fiction before the library move in the Spring of 2006;
- Augment the library's offerings of classics by continuing to acquire prize-winners such as Pulitzers, Nobel winners, Bookers, Newberys and so on.
- Create an effective and usable reference collection, by including materials of local importance such as guidebooks, maps, directories, and handbooks, as well as by acquiring important informational resources such as encyclopedias, dictionaries, legal resources, and almanacs.

GOAL: Ensure adequate funding levels for collections.

OBJECTIVE: Increase funding levels for books, periodicals, and audio/visual collection development to keep pace with inflation. Ensure that at least 30 percent of the library operating costs, excluding personnel costs and grant expenditures, are attributed to collections.

GOAL: To ensure continued support of the PIONEER database.

OBJECTIVE: Encourage local and state government representatives to continue support of the PIONEER database, which is accessible by all public, academic, and school libraries in Utah.

- Speak to the County Council and County Administrator about this support.
- Write letters of support for the State Library upon request.

GOAL: To provide access to historical documents of local and regional interest.

OBJECTIVE: Partner with the Utah State Division of Archives to provide public access to vast collections of microform and print documents relating to local and regional history.

GOAL: To provide circulating and non-circulating collections of cultural and artistic interest.

OBJECTIVE: Launch or augment collections in the following areas:

- Create a permanent and rotating art collection for the public's enjoyment.
- Augment the library's rich and growing collection of films, including films shot on location in Grand County, and "art" films generally difficult to obtain in local rental outlets.

Services

Service remains one of the strongest elements of the Grand County Public Library. The Library's commitment to its mission of access to information and lifelong learning shows in the constant pursuit of educational and entertainment services for patrons. While services have been somewhat stunted in the past few years because of a lack of space and the Director's focus on construction, there has never been a lull in evaluation, experimentation, and new or improved offerings.

Briefly, in the past couple of years, the Library has implemented or improved the following services:

- Improved web access to the Library's collections, including the ability to place holds and check due dates from home, and to search for, retrieve, and print periodical articles, news stories, and financial data via the web and the PIONEER databases.
- Excellent Interlibrary Loan service, including book, audio/visual, and document delivery from around the state and around the country.
- A safe and lively after-school refuge for "latch-key" children. The Library routinely sees dozens of children during the early-release and after-school hours when their parents are at work.
- Reader requests for new books and materials.
- Word-processing, digital imaging, desktop publishing, and other popular software applications.
- Service to home-bound patrons and partnership with the County jailers to maintain a high-quality reading collection in the County jail.
- Wireless internet and visitor terminals, color prints, CD burners, and flashcard readers.
- Assistive Technology computer, including voice-activated software and large-print.
- Courier between the Castle Valley branch and the main library.
- State and Federal tax forms and guidebooks.
- Books for local book groups.
- Parenting and home-schooling collections.

Goal: Ensure responsive and progressive services for the Grand County community.

Objective: Implement novel and improved services in the new facility:

- Drive-up book drop
- Readers' advisory services
- Professionally-staffed reference desk
- Copy center
- Document delivery to local agencies and businesses
- Email service for overdue materials or hold notifications
- Business library and instruction for local entrepreneurs wishing to conduct market research, explore products, and similar investigations to improve the local economy
- Outdoor courtyard
- Assistive Technology and Tutoring Room
- Meeting spaces
- Quiet reading and study areas
- Spanish language materials, including outreach
- Young Adult area specifically for teens, with computers, study tables, comfortable seating, and book and magazine collections that appeal to the age group
- Strong relationship with the Moab Teen Center, located next door to the Library
- Assessment of Grand Center computing, satellite library, and instructional needs
- Effective and non-disruptive queuing service for patrons waiting for computers
- Library security program, including patron and staff safety, risk management including disaster preparedness, and collection preservation and theft prevention
- Grant-writing and fundraising research center

Programs

The Director's training and experience involves extensive commitment to user instruction and cultural events planning. The new facility will enable her to fulfill this aspect of the library's mission and role to an extent never before possible in Grand County. While the library continues to expand quality programs for children during the school year and in the summer, adult programs have been minimal in the past couple of years. Despite the limitations, attendance records are routinely broken; in 2005, the library hosted 180 children's programs with a total attendance of 3,019 and 9 adult programs with a total attendance of 255.⁵

The Utah Humanities Council and the National Endowment for the Humanities have provided funding and resources for excellent offerings in the past two years, including events associated with the Great Salt Lake Book Festival two years in a row. Local authors have given readings, and slide shows have showcased international travel. The Foundation Center, mentioned earlier, is an extremely popular training and resource base for local nonprofit staff and fundraising volunteers.

Computer classes are offered approximately quarterly on such topics as email, using digital cameras, navigating the internet, and locating free and reliable health information on the Internet. Classes offered by the library are almost always filled to capacity with waiting lists. The library is severely limited by the lack of a teaching lab with computers and the very high demand for computers during regular library hours. To date, the library usually has students enrolled in classes arrive before the library opens at 9am.

GOAL: Provide excellent programming opportunities for the citizens of Grand County.

OBJECTIVE: In the upcoming years, the Director aims to provide programming opportunities on an unprecedented level. Examples of possible library programs include the following:

- Art exhibits in cooperation with the Utah Arts Council Traveling Exhibits
- Expanded offerings of computer classes, including use of digital cameras and management of digital images, music downloads and copyright, basic computer skills such as word-processing and web navigation, financial research using PIONEER, current events awareness using email notification services, file management, and desktop publishing
- Expanded fundraising and nonprofit management training, including grant-writing workshops and panel discussions
- Organization of a local grantmaker's alliance modeled after metropolitan community foundations
- Expanded story times and children's programming
- A toy-lending library
- Young adult programs, in conjunction with the staff of the Teen Center
- GED & ESL tutoring in conjunction with other local service providers
- Increased humanities lectures, workshops, and presentations
- Literary events such as readings, open-mike nights, and discussions
- Slide shows and the organization of a local "geographical society" that will cater to the large segment of the Moab community that values travel, adventure, and exploration with lectures, a clearing-house for traveler information and advice, and events
- Book clubs
- Discussion groups which share recent readings and promote others to read, either in literary realms or on topics of current awareness
- Films for the enjoyment, edification, and education of patrons

Technology

Thanks to the generous opportunities afforded by the Federal Library Services and Technology Act, and the Bill & Melinda Gates Foundation, the technology plan and progress at the Grand County Public Library has been advancing at an impressive rate. Tourist terminals, multimedia capabilities, scanners, high-speed Internet access, and growing numbers of computers have served an increasingly sophisticated demand in the library. The new library will open with nearly double the number of public access computers, many with expanded capabilities. A computer lab for instruction is still missing from the library's program, and it is a frequent complaint from students that library computer classes do not offer adequate "hands-on" practice sessions because of a lack of opportunity in the library setting. A copy of the library's current Technology Plan is included at the end of this document.

GOAL: Improve technology for computer-assisted instruction.

OBJECTIVE: Acquire a laptop computer collection for networked instructional capacity.

Utilize the computers for training in use of the Online Public Access Catalog, Public PIONEER databases, the Foundation Center's FC Search database for grant research, Email classes, web navigation classes, file management instruction, and more.

GOAL: Improve technology opportunities with advanced offerings.

OBJECTIVE: Provide the following technology on opening day:

- Six children's computers plus two "toddler" machines
- Six young adult computers
- Twelve adult computers, including four for extended research reservations
- Two multimedia stations
- Three visitor terminals
- One microfilm reader-scanner-printer workstation with slide & flatbed scanners
- Three public access catalog computers
- Several new staff workstations
- Printers, copiers, and etc. for public and staff use
- Patron computer session management software

Personnel

In anticipation of opening day of the expanded facility, the library added 1.5 new positions this year (one new full-time circulation services assistant and a half-time children's assistant). This shift to six full-time employees is partly in response to a problematic situation the County experiences seasonally with regard to unemployment claims of part-time workers. While most public libraries rely heavily on a part-time workforce, in Grand County we have moved away from this reliance due to the costly nuisance of uninsured compensation claims.

The library's staff continues to upgrade skills and education. In just a few years, the staff has transformed into a first-rate team of educated workers. The Director holds the Master of Library Science degree and the Assistant Director is currently enrolled in an MLS program and is expected to graduate in August of 2006. Among the library's assistants are an employee with a PhD in linguistics, another with a BA from a liberal arts college, and another with training in early childhood education.

Compensation for the Library's employees has seen some recent progress for the library assistants, as the County upgraded its wage/step scale and increased library assistant's wages by approximately \$1,000 per year. The Board is actively pursuing an increase in the Director's compensation, in part due to added duties as construction project manager.

GOAL: Provide effective staffing for all library functions.

OBJECTIVE: Provide staff development opportunities in the following areas:

- Children's library programming and child development;
- Young adult services and programming;
- Cataloging special materials and bibliographic control;
- Reference services and information technology;
- Basics of library science for new staff.

OBJECTIVE: Re-assign staff to meet new needs in the following areas:

- Outreach & volunteer coordination;
- Young adult services and programming;
- Reference Services.

GOAL: Provide competitive and reasonable wages for all library employees.
OBJECTIVE: Continue to work with the Board and the County Personnel Manager to recognize meritorious work within the framework of the County's compensation plan and to bring about needed changes in the County's personnel policies.

Public Relations

The library's public relations program is alive and well, with the Director's regular contributions to the local press in the form of regular newspaper articles and occasional appearances on "This Week in Moab" at the local public radio station. In addition, the Director publishes at least one "report to the community" annually, and the Library's website is fairly current and reviewed for usefulness on a regular basis.

The main focus of stories in the past year has been on the progress of construction. The library also publicized Banned Books Week and several children's programs. Speakers, authors, and so on have been publicized as well.

The Grand Opening will be a major public relations effort this year.

After the new library opens, the Director will renew the library's public relations efforts in the areas of special programs such as traveling art exhibits, guest speakers, and so on.

GOAL: Publicize the new library grand opening.

OBJECTIVE: Provide for publicity using some or all of the following venues:

- Special section in the *Moab Times-Independent*
- Souvenir viewbooks of the library project
- Guest appearances on local radio shows
- Roller-ads on local cable TV channel
- Article in the *Salt Lake Tribune*
- Entry in the annual "Best Small Library in America" contest
- Guest appearances at local service club meetings, such as Rotary, Chamber, Parents for Public Schools, and similar
- Host events such as a "shopping cart brigade" to help move the collections
- Celebrate the closure of the old building with a farewell party
- Coordinate grand opening activities such as an inauguration, tours, an "after party" for the building committee and library board and staff.

¹ <http://governor.utah.gov/dea/WrittenProfiles.PDF>

² Census 2000

³ Census 2000

⁴ Personal communication with a broker at ReMax/Canyonlands Realty

⁵ 2005 Library Statistics Report